

The Formulation of Construction Model for the Future of Professional Sports in Iran: Using Grounded Theory

Received: 2022-11-01

Accepted: 2023-03-22

Vol. 4, No.2. Spring.2023, 1-15

Zahra Sohrabi¹
Mehrdad Moharramzadeh²
Abbas Naghizadeh Baghi³
Nasrin Azizian Kohan³

¹Ph.D. Candidate of Sport Management, University of Mohaghegh Ardabili, Ardabil, Iran

²Professor of Sport Management, University of Mohaghegh Ardabili, Ardabil, Iran

³Associate Professor of Sport Management, University of Mohaghegh Ardabili, Ardabil, Iran

*Correspondence:
Zahra Sohrabi Ph.D. Candidate of Sport Management, University of Mohaghegh Ardabili, Ardabil, Iran

Email:
sohrabizahra1363@gmail.com
Orcid: [0000-0001-5701-4815](https://orcid.org/0000-0001-5701-4815)

Abstract

Purpose: The growth of professional sports is the beginning of the development of the sports industry. The current research tries to focus on constructionism, link it with futurism, and in this process, use the constructivist approach of grounded theory, and present a short-range theory in the construction of possible futures of professional sports.

Methods: The data of this qualitative research, which had an exploratory-fundamental nature, was collected through targeted sampling with the snowball technique and based on in-depth semi-structured interviews with 20 experts in the field of professional sports. A detailed interpretive understanding and primary, focused, central, and theoretical coding determined that professional sports based on the requirements of shaping the future, by overcoming the weight of the past, the pressure of the present and in line with the tension of the future and the choice of proactive behavior in facing the future, can achieve its desired future, according to elective and theoretical open coding.

Results: In this research, macro analysis of future trends, income generation from social media, new formulas for selling players, the existence of many talents in all disciplines in Iran, sustainable talent search by clubs, development of academies, and provision of legal measures for broadcasting rights.

Conclusion: In general, it is recommended to privatize the clubs with the presence of the stock market and non-stock market, to implement the principles of corporate governance in the club, to establish an independent business institution in sports, to create income-generating places by the clubs, to develop technology-oriented to preserve the economic rights of sports clubs.

Keywords: foresight, clubs, uncertainly, professional sports trends.

Introduction

The constructivist theory views knowledge as a construct. It actively knows about the understanding of subjects and acknowledges that it is formed as a result of our cognitive system's need for order and stability (Pandes & Barthei, 2020). Presented social constructionism in the dominant of a fixed pyramid, under the heading of "monitoring and learning" (Visko & Watkins, 2021). Constructivism is seen as a reaction against the rapid use of completely abstract concepts and proof methods in mathematics (Torstelaar, 2011). The term constructivism answers the question of how subjective meaning becomes a social reality (Ditel, 2015). Constructivists admit that there is no concept under the essence of a phenomenon and it is made by people, which means that theory is made (Charmez, 2020). Social constructionism is as the engine driving the creation of better futures - focusing on the concept of "self" (Zhakari, 2017).

Social constructionism, at least in its weakened state, is hidden in the epistemological assumptions of future studies. Foresight, if it does not pay attention to inter-subjective meaning-making, is neither able to predict nor create a future. They introduce foresight as a social construction and a mechanism for social construction. Foresight, if it does not pay attention to inter-subjective meaning-making, is neither able to predict nor create a future (Fuller & Logma, 2009).

Futurology is considered one of the types of soft sciences and technologies, and since the real wealth in the knowledge-based society of the future is "soft wealth" (Wang, 2022), every society, organization, and company that wants to develop and make fundamental changes, Necessarily, it should explore the unknown and the future world by using different methods of futurology and prediction (Zare et al., 2021). In other words, the future study of knowledge and knowledge is shaping the future in a conscious, active, and proactive way; Knowledge that can

fulfill the dreams, aspirations, and ideals of an individual, organization, or nation (Wan, 2021). The ever-increasing speed of changes in the current world has led to the emergence of an era called uncertainty and has placed an environment full of opportunities and threats in front of the current complex systems. In this unstable and rapidly changing environment, traditional planning tools such as extrapolation of past trends, forecasting, and foresight will not be responsive in the medium and long term (Zali & Pour Sohrab, 2016). Managing uncertainties can improve resource efficiency and provide sustainable development (Erwinko et al., 2019). Today, decision-making is based on considering multiple criteria with high levels of uncertainty (Hodget & Siraj, 2019). Also, the analysis of uncertainties is a key component of the analysis based on the planning model (Wallach et al., 2019).

The future is in front of us as far as the power of human thinking and imagination. The future calls people to find it with creative thoughts and create it with innovative action and even predict things that have never existed before in human history. Another main input of future research programs is the identification of driving forces (Otto and Kim, 2020). Drivers are sets of future-shaping forces that affect different futures globally, nationally, or locally. Drivers indirectly affect the future of social, technological, economic, environmental, and political fields (Minen et al., 2019). Drivers of change are key uncertainties that have the potential to have a high impact on the organization or its surrounding environment, which are the result of conscious or unconscious choices in different areas. Their main difference with trends is the period of their influence and the local and more specific nature of their influence (Holopanian & Toionen, 2012).

Based on the division of the comprehensive system of sports development in Iran, sports development is tied to the concept of

developing championship sports and training champion athletes (Ehsani et al., 2013). Another component is professional sports, which is followed by the commercialization and economy of sports at the community level (Qasemi et al., 2012). Mol et al. (2005), the natural result of championship sports is called a level of sports that is known as professional sports and is placed at the top of the hierarchical pyramid of sports in which elite people compete at a high level and in which there is a marketing flow and obtaining financial resources as well as strong management. Professional sport is an organized sport that is performed by observing the specific rules of each discipline, solely to gain economic benefits (Deniz & Yanel, 2013). In professional sports, the most important goals are to increase the share of the economy, and the number of fields, clubs, and professional athletes. Athletes who work at the first level of professional sports receive very high incomes. Professional sports and, on a smaller scale, professional leagues, play an important role in societies. Professional sport leads to benefits that create an identity for regions through socioeconomic development (Wade et al., 2018).

One of the most important issues in the business policy of recent years is sustainable income generation. For example, in the professional sports of Iran, the final price or the value of the player in the Iranian Premier League in the transfer market is determined based on the special values of the player, requirements, institutions, and consequences (Mahmoudizad Azari, Ehsani, Nazari & Nowrozi Seyed Hosseini, 2022). Also, in the field of professional sports, it can be said that the providers of sports events can implement measures such as functional quality control programs, improve the quality of services, as well as pay attention to the appearance of sports venues, pricing according to the type and quality of the sports event, and reduce indirect

costs such as time, and transportation and information acquisition; to increase the perceived quality of the participants from the service and as a result to improve the special value of their brand (Naghse Zan, Salimi & Nazari, 2021).

Competing in the international arena and benefiting from the various benefits of sports in the social, economic, and political fields requires smart and strategic management of sports so that the best output can be obtained by mobilizing resources and facilities from minimal resources. It seems that one of the most important issues that Iran's sports are hungry for today is the correct economic policy to crystallize the huge capacities of the scientific and executive community of sports and body width in international arenas. This issue is more important in the atmosphere of recession and economic sanctions and restrictions on domestic business and international communications. In such a situation, explaining and describing a new concept called resistance economy can be very helpful. In this regard, due to the globalization of the economic development of sports and the generality of sports in Iran, it can be seen that the economic and income-generating issues of sports have become a hot topic in many newspapers, radio, and television, as well as scientific circles. In the meantime, it is important that due to the newness of the sports industry in the country, the category of economic development of the sports industry is in dire need of conducting research that can provide suggestions to governmental and non-governmental policymakers so that they can make research decisions. axis, take the basic steps towards the economic development of the sports industry. On the other hand, the economic development of the sports industry can contribute to the overall economy. Iran's heavy economic dependence on oil exports; Its price fluctuations and the exhaustibility of this economic source have doubled the need to pay

attention to other industries that have income-generating potential. Therefore, for developing Iran, it is an undeniable necessity to use all commercial and economic opportunities that can be exploited, such as the sports industry.

Since professional sports are considered a business and the most financial expenses happen in professional sports and professional clubs are the main players and do not follow a fixed plan for the future, that is why it seems that the direction of development of Professional sports in this sport, as well as improving and identifying the desired results in this sport and identifying drivers and uncertainties affecting sustainable income generation in professional sports, it seems that conducting this research can be useful in this field. The reason why this research is important, it can be mentioned that considering that the growth of Iran's economy depends on numerous internal and external issues that are not certain, and the current state of sports governing Iran always needs financial support from the government. Giving the way forward and estimating the possible futures can provide a more open vision for the custodians of Iranian sports in various fields. The possible results of this research will help to identify the uncertainties and drivers of professional sports in the future for the various vice-chairs in the Ministry of Sports and Youth who are in charge of championship and professional sports that include private and state clubs. Based on these cases, make policies for sustainable income generation. Therefore, it can be said that the existence of such research with this purpose seems necessary in the complex world of sports, especially professional sports. From this, the importance and necessity of the research can point to the determination of the effective drivers and uncertainties in the

development of Iran's professional sports clubs. In this research, the aim is, based on the methods of foresight and by knowing the atmosphere affecting the future, we can identify the most important drivers, uncertainties, and surprises that have an impact on the future of professional sports and professional clubs in Iran. We will probably identify its future. Therefore, in this research, we are looking for an answer to the question, what are the drivers and uncertainties affecting the development of professional clubs in Iran?

Materials and Methods

This research is a type of qualitative research. In the present research, because we are looking for new concepts, the interpretive-constructive paradigm; From the perspective of strategy, the data theory of the foundation with a constructivist approach; From the point of view of data collection, field, and library; From the point of view of the goal, explanation and modeling, and from the point of view of data collection tools, in-depth interviews, and theoretical studies.

Grounded theory or foundational data is one of the strategies of the qualitative method that emphasizes the induction or emergence of information from the data, to create a theory or model. In grounded theory, data forms the basis of our theory and our analysis of this data produces the concepts we want (Charmez, 2020). In this research, after studying and examining the mentioned challenge, to provide a systematic and schematic model of the findings from the coded data, it was tried to use the constructivist approach in the foundational data. The process of taking notes in the constructivist approach of the foundation's data theory is shown in Figure (1).

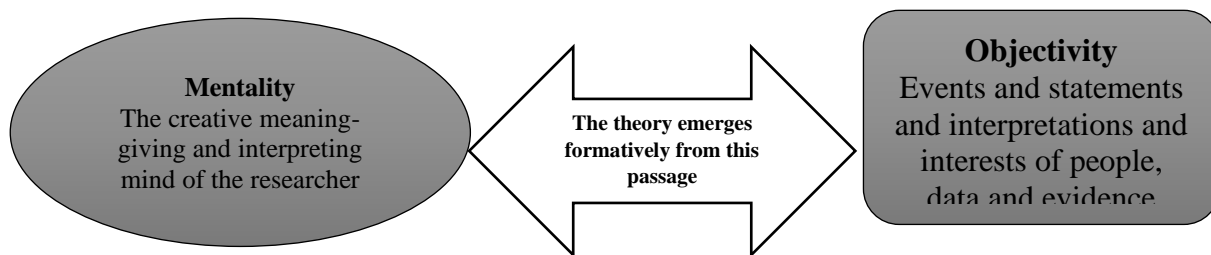


Figure 1. The process of taking notes in the constructivist approach of Charms (Farastkhah, 2016)

The four overlapping processes in the constructivist analysis of foundational data theory are primary coding, centralized coding, axial coding, and theoretical coding, three rounds of coding provide the possibility of increasing the level of abstraction and ultimately lead to the presentation of a theoretical model. Made in this research, it was tried to display a behavioral description of the participant's actions in the initial coding, using the line-by-line coding method, and the data were compared case by case. Also, by using the process coding technique which recommends

using an infinitive noun and infinitive result in the naming of codes, an effort was made to convey the meaning of the action in the data. In the implementation of the research, data collection and analysis were done consciously at the same time, and primary data collection was done to form the process of continuous data collection. With this work, opportunities were provided for the researcher to increase the adequacy of appropriate categories. In general, the data coding process is from the initial coding to the creation of categories.

Table 1. Participants

Sample Size	External Stakeholders	Internal Stakeholders
20 people	Professional sports experts	Senior managers of sports clubs working in the premier leagues

The sampling method of internal and external stakeholders to compile drivers and uncertainties affecting the future of Iran's professional sports clubs was selected based on purposeful and snowball sampling. Research measurement tools and data collection was done with in-depth interviews and open

questionnaires. The method of data analysis is based on the intuitive logic method, and the analytical approach and final processing of the findings are done by the analysis of trends and uncertainties and the integrated scenario planning model.

Table 2. Characteristics of participants and criteria for entering the study

Inclusion criteria	Demographic characteristics			
	number of people	Major	number of people	Activity
1- People familiar with the management of professional sport	5	Sports science	4	Executive
2- People familiar with sustainable development literature	5	Sport Management	11	university
3- People familiar with professional sport	10	others	5	club
4- People with books and scientific articles in professional sport	age		education	
5- People with work and executive experience in professional sport	5	30 until 40	10	Masters and below
	15	Upper 50	10	Ph.D.
The topics in the interviews	Place of residence of the		Academic Rank	
- Professional sports training				

- Promotion of professional sports - Awareness of the benefits of sports development - Solutions for sustainable development with sports - Professional sports management solutions	participants			
	8	Tehran	1	Professor
	9	Isfahan	2	Associate Professor
	1	Fars	3	Assistant Professor
	2	Khuzestan	14	others

The participants in this research include the academic faculty members of sports management of universities with expertise in sports economics and active managers and agents of Iranian professional sports who have experience according to the characteristics and indicators specified in the criteria for entering the study in Table (2) is mentioned. To conduct in-depth interviews, purposeful sampling, and

snowball sampling were used.

In this research, in the entire sampling process, three stages of free, relational, and theoretical sampling, which is the basis of using the constructivist approach of foundational data theory, were observed. Data collection was stopped after 20 interviews due to data saturation.

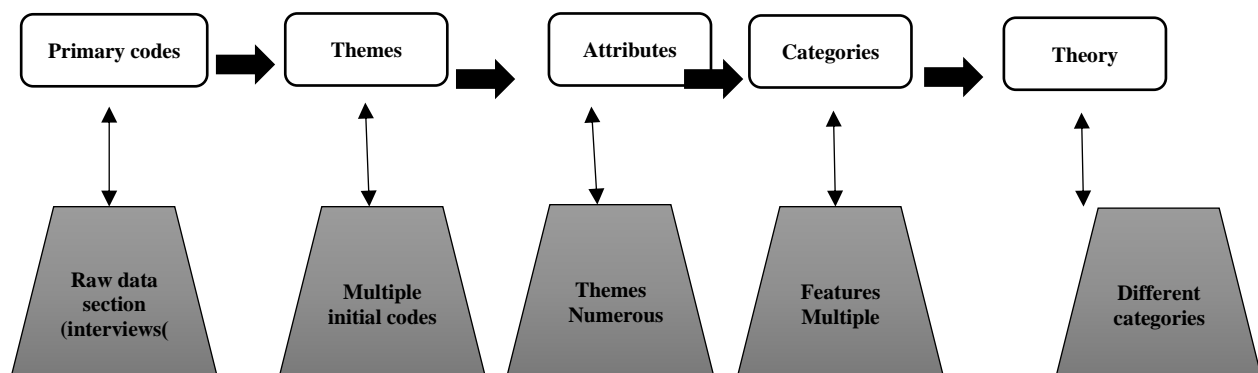


Figure 2. The process of coding until reaching the theory through the constructivist approach (Mulogta, 2017)

After studying and examining the theoretical foundations, the raw data were obtained inductively from in-depth interviews with experts and specialists and were analyzed simultaneously with the interviews and based on the foundational data theory with a constructivist approach. In this study, to verify the results and strength, and accuracy of the research, and to legitimize and validate the findings and analysis, Guba and Lincoln's (1994) method called reliability, which is related to qualitative studies, was used. Therefore, the four indicators of acceptability, trust, verifiability, and transferability were used for the consistency and strength of qualitative data. In this way, the codes were reviewed

several times in terms of similarities and differences. The member review method was used to determine the verifiability. In this way, the coding and the final model were given to three of the participants and they applied their opinions finally, the overall research model was approved. To check the transferability, it was also tried to make the participants have more variety, and this process continued until data saturation. Also, for this purpose, the open coding method was used by another researcher outside of the participants and the research team. In the decoding method, 10% of all the coding pages were given to another researcher. In this study, Scott's coefficient, which shows the agreement of coding between two

researchers, was calculated as 82%, so the reliability between the coders was optimal. The formula $P(A)=A/n \times 100$ was used to calculate Scott's coefficient.

=A number of agreed codes; = n total number of codes; =P(A) percentage of agreement.

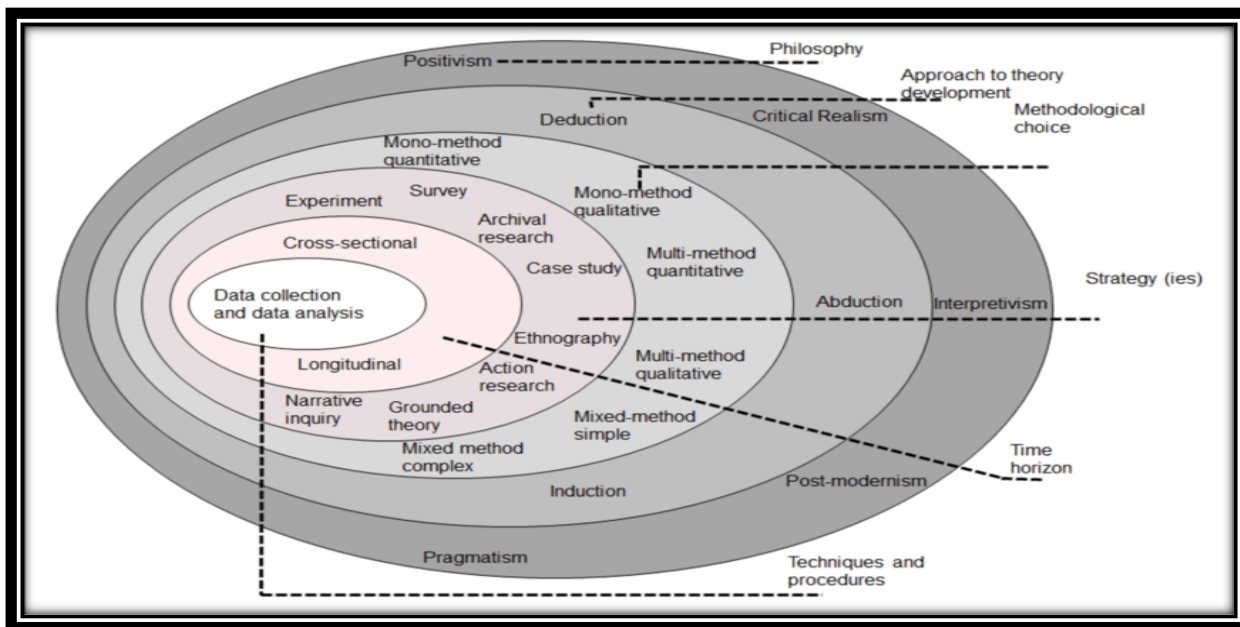


Figure 3. The onion of the research process (Suders, 2007)

Table 3. The onion of the research process is the social construction model of Iran's professional sports

type	Component
Interpretive	Philosophy
Fundamental	Approach to theory development
Qualitative	Methodological choice
Foundation data	perspective of strategy
Cross-Sectional	Time horizon
In-depth interviews, open questionnaire	Data collection

The present research is considered descriptive (non-experimental) research in the stage of data collection in a real way and without manipulation. The following table refers to the onion of the research process at this stage of research.

Results:

Table 4. The main factors affecting professional sports in Iran

Sustainable talent search by clubs	P6, P9, P11, P12, P13, P8	Macro analysis of future trends	P5, P9, P10, P11, P15
Development of academies	P1, P2, P3, P4, P9, P18	Privatization with presence in the stock market	P4, P9, P10, P11, P14
Entering popular sports by clubs	P2, P10, P13	The view of political managers on professional sports	P4, P11, P12, P14
Evolution in ticket sales	P1, P2, P8, P10	Implementing the principles of corporate governance in the club	P2, P3, P6, P7, P8, P9, P10, P11, P15
Value chain structure and technology-based fan services	P2, P5, P6, P10, P12, P15	Development of private-sector participation	P2, P5, P6, P9, P10, P11, P15
The introduction of blockchain technology in sports	P2, P4, P6, P7, P9, P10, P11, P13	Establishment of an independent institution of trade in sports	P2, P5, P6, P9, P10, P11, P15
Tendency to green marketing in advertising	P6, P9, P15	Making sports management scientific in clubs	P4, P9, P11, P12
Passing laws to protect the economic rights of sports clubs	P3, P6, P12, P14	Lowering the share of government enterprise	P2, P5, P6, P10, P12, P15
Emphasis on the development and promotion of sports in the program law	P11, P13, P14	Monetizing social media	P3, P6
The legal prohibition of the support of state companies to the financial support of professional sports	P2, P7, P9, P10	New formulas for player sales	P1, P2, P3, P4, P7, P8, P11, P12, P14
Revision of club rules	P4, P8, P11, P12	Sponsors' interest in sports	P4, P7, P8, P9, P15
Providing legal action for broadcasting rights	P4, P9, P10, P11, P14	Creation of income-generating places by clubs	P2, P10, P13
Balanced financial resources	P4, P10, P15	Valuing indicators and criteria	P1, P5
Correct and good management	P5, P9, P10, P11, P15	Making smart contracts with strong sponsors	P6, P9, P11
The existence of strong federations	P3, P4, P6	The added value of professional sports	P6, P9, P11, P12, P13, P14
talent search	P2, P10, P14	Approval of copyright law and sales of Elyseh Club	P2, P6, P9, P10, P15
Having strategic and long-term plans	P4, P11, P12, P14	The result orientation approach in professional sports (Machiavelli)	P2, P6, P7, P8, P9, P10
Existence of sponsors	P2, P4, P9, P10	Narrow-mindedness and traditional norms for the lack of development of women's professional sports	P2, P3, P7, P11, P14
Jakam's views and thoughts on professional sports	P2, P6, P7, P9, P10	Analyzing the issues of each sport	P2, P6, P9, P10
Privatization	P3, P9, P11	Using fan potential	P7, P8, P9
Sustainable talent search by clubs		The presence of many talents in all fields of the country	P3, P6, P7, P12, P14

Table 5. The main factors affecting professional sports in Iran

1	Sustainable talent search by clubs	22	Macro analysis of future trends
---	------------------------------------	----	---------------------------------

2	Development of academies	23	Privatization with presence in the stock market
3	Entering popular sports by clubs	24	The view of political managers on professional sports
4	Evolution in ticket sales	25	Implementing the principles of corporate governance in the club
5	Value chain structure and technology-based fan services	26	Development of private-sector participation
6	The introduction of blockchain technology in sports	27	Establishment of an independent institution of trade in sports
7	Tendency to green marketing in advertising	28	Making sports management scientific in clubs
8	Passing laws to protect the economic rights of sports clubs	29	Lowering the share of government enterprise
9	Emphasis on the development and promotion of sports in the program law	30	Monetizing social media
10	The legal prohibition of the support of state companies to the financial support of professional sports	31	New formulas for player sales
11	Revision of club rules	32	Sponsors' interest in sports
12	Providing legal action for broadcasting rights	33	Creation of income-generating places by clubs
13	A balanced distribution of financial resources	34	Valuing indicators and criteria
14	Correct and good management	35	Making smart contracts with strong sponsors
15	The existence of strong federations	36	The added value of professional sports
16	talent search	37	Approving the law of copyright and sale of club clothes
17	Having strategic and long-term plans	38	The result orientation approach in professional sports (Machiavelli)
18	Existence of sponsors	39	Narrow-mindedness and traditional norms for the lack of development of women's professional sports
19	views and thoughts on professional sports	40	Analyzing the issues of each sport
20	Privatization	41	Using fan potential
21	There are many talents in all fields in Iran		

In the form of comparing the opinions of domestic and foreign stakeholders about these 41 factors about the potential to influence the

formulation of drivers and uncertainties affecting the future of Iran's professional sports clubs, it is visible through a spider diagram.

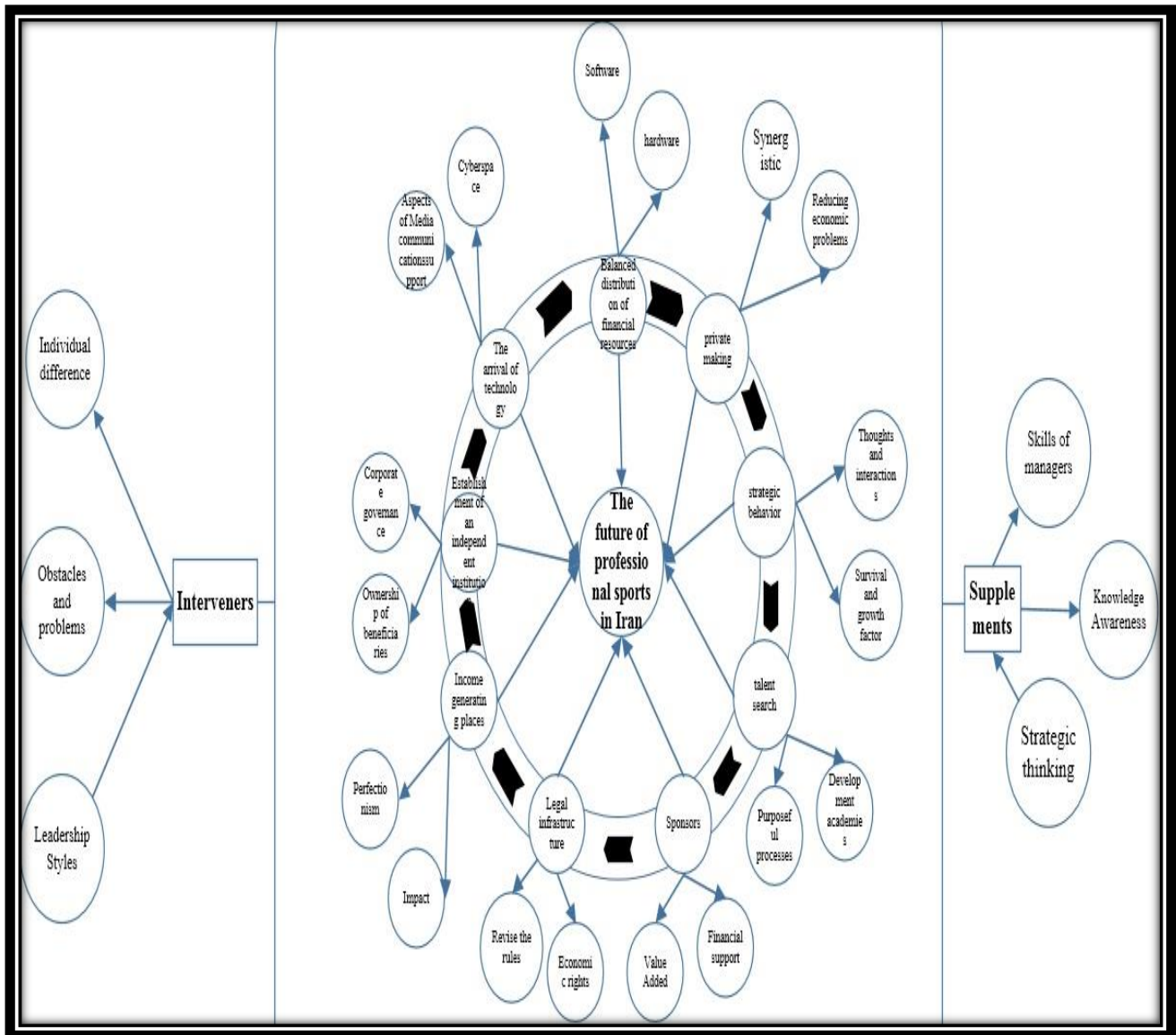


Figure 4. Social construction model of professional sports in Iran

In this research, "macro analysis of future trends, generating income from social media, new formulas for selling players (getting the right to grow even in subsequent transfers), the existence of many talents in all fields in Iran, sustainable talent search by clubs, development of academies and provision of legal measures They are for broadcasting rights.

Discussion

The discussion of the future of Iran's professional sports clubs requires planning in an independent institution because an independent institution with expert and detailed

meetings can plan for the issues ahead of them. In the meantime, the issue of importance is that due to the newness of the sports industry, the category of economic development of the sports industry, especially professional sports, requires the decision of an independent and expert body.

Based on the studies, in a general conclusion, it can be suggested that the main method to stabilize the income in professional sports in the future is to use new formulas for selling players in transfers or creating new formulas, for the development of professional sports. Stable Iran pointed out. These new formulas

can be such that the contract for the sale of a young player by the club is adjusted in such a way that even in the subsequent transfers of the player to other teams, a significant percentage is allocated to the club. By placing creative terms and clauses when selling a player, even after several transfers, the team that made the player who sold it based on the new regulations can lead to the development of Iranian professional sports. Another practical proposal in line with sustainable income generation in professional sports can be the creation of income-generating places by clubs. What is meant by this proposal is not simply building or owning sports facilities, but professional clubs can earn money by entering other areas, for example, by building several commercial complexes, by renting them.

Construction of sports and recreational facilities according to the specific geography of each biome and different regions, and renting them can also be a source of development of Iranian professional sports for professional sports clubs in Iran and also lead to job creation. In general, it should be acknowledged that for the future of Iran's professional sports clubs, which have been costly so far and have faced major threats such as lack of real privatization and non-payment of television broadcasting rights to the clubs, the best way to earn money in the short term, can be a forward-looking view and review of technology trends based on future macro-trends. Probably, with the major technological advances and the acceptance that technology has gained among all people, including the fans of professional sports clubs, the best way to achieve the development of professional sports in Iran is to provide services to fans of clubs, through the creation of space-based mechanisms and infrastructures. It is virtual and technological. Facing the unknown and complex issues should be done through Tran's disciplinary approaches. Aranmanesh, Javanshiri & Madirshanchi (2018) believe that although Tran's disciplinary studies and

complexity science were created independently, a logical, ontological, and epistemological connection can be found between them. This Transdisciplinary research was conducted based on the paradigm of complexity theory to identify and compile drivers and uncertainties affecting the future of professional sports clubs in Iran using the Delphi method, which is one of the most appropriate methods in future research.

The increase in environmental disturbances and the increasing complexity caused by globalization and technological advances have caused chaotic, unpredictable, fragmented, and confusing decision-making environments (Seom, Ehrenberger & Prieger, 2020). This issue requires any decision-making system to create adaptability before and after the occurrence of surprises. In recent years, surprise makers have appeared a lot in the literature of different fields. Surprise makers can have a direct effect on the system conditions. The surprise makers identified in this research based on different criteria for the division of surprise makers have believability criteria because professional sports are intertwined with income generation and most incomes are obtained from professional sports. In the discussion of surprises, it is emphasized that not everything can be planned and before any change, there is a warning or a weak signal that the analyst and strategist must discover and take advantage of (Burn, 2021). In addition to identifying drivers and uncertainties affecting sustainable income generation in professional sports clubs, in this research, the surprising factors affecting Iranian professional sports were also identified. The most important surprises affecting professional sports in Iran include the privatization of public media, privatization of clubs, amendment of laws and copyright law, meritocracy, non-interference of politicians, change of attitude of managers, exclusive networks, sale of players, sale of products, and marketing.

Among the influential drivers are the drivers of professional sports budget providers, which are considered as one of the basic drivers of professional sports. Currently, the biggest drivers of professional sports goals in Iran are the government and industries, part of the armed forces, and part of the sector. Private and those who fund professional sports form because this field is the biggest source that helps us to implement any program, especially the strategic plan with it is the issue of budget. Increasing the budget for Iranian sports is one of the main drivers of professional sports in Iran. Because the more economical the view of sports, especially professional sports, these sports will win medals and bring Iran to sustainable income generation and development in professional sports. Another driver identified is the presence of sponsors, which are the biggest drivers of Iran's professional sports in the form of government sponsors and sometimes private sponsors. According to the findings of the research, one of the drivers identified in professional sports is having strategic and long-term plans in various fields of professional sports. Hence, the programs that are based on winning medals and titles in world arenas and Olympics, etc. Among other drivers in professional sports, we can mention the employment of competent people in management positions. Another driver of professional sports is talent search. If the talent search is done correctly in sports fields and these talents are increased based on a written program and a predetermined scientific plan, it can be effective in the world fields and the Olympics.

The club is the main pillar of professional sports development. Unfortunately, the situation of clubs in Iran is very chaotic. Many clubs are not registered, or if they are, their nature is unclear. Most of the clubs in Iran are state-owned, and only a few clubs in a few fields have been created by the private sector. To encourage people to establish clubs in fields

such as Iranian professional sports, wrestling, and basic sports, it is necessary to provide the necessary support from the government. One of the important factors of stagnation and lack of development of professional sports is its excessive dependence on government financial resources. It is very important to create suitable grounds and facilities to encourage the private sector to invest in this field, as well as the government's decisions regarding the amount of taxes paid and the existence of some laws in this field that will reduce professional sports activities. The government can help this sport significantly by providing indirect support for the club's income sources such as television broadcasting rights. On the other hand, one of the ways to attract the participation of the private sector in professional sports is to provide a clear picture of the financial balance of the clubs. There is no hope for the private sector to enter the professional sports sector as long as the amount of income and expenses of the clubs are in an aura of uncertainty and conflicting and unreliable information is provided on this matter. According to what has been mentioned, to implement resistance economy policies in the field of sports, it seems that a platform for the increasing progress of the sports industry should be created. Unfortunately, despite all the efforts made by Iran's political officials for a long time, there is still no written plan that is suitable for the next 30 years of Iran and has a long-term perspective along with foreign exchange income. Unlike the rest of the world, which refers to sports as an industry and uses it to advance its economic goals, in Iran it is still viewed as entertainment. Therefore, for a purposeful, systematic, and effective movement in the direction of the economic development of the sports industry, research like this, which examines the strategic empowerment of export performance with a world-class approach, which is a category with a coherent system and structure, should be at the forefront of the decisions of this industry.

Therefore, to make state sports smaller and smaller, it is suggested that an independent institution of trade in sports be formed, consisting of the trustees of real private clubs, with the aim of making decisions for economic discussions and providing superior income generation models. The primary goal of this independent institution should be to attract the trustees of state clubs and go towards privatization.

Conclusion

In general conclusion, it can be acknowledged that by identifying the surprises and drivers affecting the future of professional sports in Iran, it is possible to identify its various futures with different possibilities. Surprises sometimes bring transformative events such as the invention of new technology. Sometimes it is possible to be aware of a surprise that is about to happen by tracking weak signs, but this is not always possible. Therefore, it is suggested to privatize the clubs with the presence of the stock market and non-stock market, implement the principles of corporate governance in the club, the establishment of an independent business institution in sports, the creation of income-generating places by the clubs, technology-based transformation in ticket sales, providing online services to fans (buying, The sale of club clothes), the passing of laws to protect the economic rights of sports clubs, the creation of professional television channels in the context of technology, in this way, entering into the discussion of sports tourism with high-profile sports by clubs should be placed on the agenda of the Union of Professional Clubs of Iran. In the field of professional sports, issues such as the status of professional sports rights, the status of professional clubs, the status of professional athletes, and the status of professional coaches are addressed. Legally, the legitimacy of professional sports is not explicitly mentioned in any of the existing laws. For this reason, different people with different interpretations of existing laws have

commented on the legitimacy or illegitimacy of this sport. The same is the case with the financing of professional sports. Media rights are the most important source of income for professional clubs. The Broadcasting Organization does not consider itself obligated to pay this right in any way. There is no specific and codified law regarding other financial sources. Playing professional sports is to earn money. Therefore, in this type of sport, relationships are more commercial. Business rules and regulations do not apply in some cases in the field of professional sports. Due to this legal gap, special laws should be prepared regarding the legal relations between institutions and individuals in professional sports. One of the reasons for the weakness of professional sports is the lack of a support system for institutions, athletes, and coaches. For the development of professional sports, those involved in this type of sport must have sufficient legal and financial support.

References

1. Amiri, M., & Norozi Seyed Hoseini, R. (2019). *An Introduction to Qualitative Research Methods in Sport*. Third Edition. Tehran: The University of Tehran Press. (Persian)
2. Aryanmanesh, M., Javanshiri, A., & Modirshanechi, M. (2018). *The Wild-Cards and Driver Forces of Iran-US Relations in 2029*.
3. Burns, A. (2021). Foundation Professor of Foresight: Richard Slaughter's scholarly book contributions to Futures Studies and Strategic Foresight. *Futures*, 132, 102787.
4. Charmaz, K. (2020). "With constructivist grounded theory, you can't hide": Social justice research and critical inquiry in the public sphere. *Qualitative Inquiry*, 26(2): 165–176.
5. Deniz, S., Yenel, F. (2013). *The Structural Analysis of Physical Education and Sports System in The Turkish Republic of Northern Cyprus*, Procedia - Social and

- Behavioral Sciences, 772 – 780. Available online at www.sciencedirect.com
6. Detel, W. (2015). Social Constructivism. *International Encyclopedia of the Social & Behavioral Sciences (Second Edition)*. 228-234. Fuller, T., & Loogma, K. (2009). Constructing futures: A social constructionist perspective on foresight methodology. *Futures*, 41(2): 71-79.
 7. Ehsani, M., Safari, M., Koozechian, K., Amiri, M. (2013). Designing the Model of Sport for All in Iran. *Asian Social Science*, Canadian Center of Science and Education, Vol 9, No 2.
 8. Erkoyuncu, J. A., Roy, R. K., Shehab, E., Durugbo, CH., Khan, S. (2019). An effective uncertainty-based framework for sustainable industrial product-service system transformation. *Journal of Cleaner Production*, Volume 208:160-177.
 9. Ghasemi, H., tojari, F., borojerdialavi, M., emami, H., & amiri, M. (2012). Content Analysis of Chiefs' Viewpoints on Sport Components (1969-2009). *Journal of Sport Management*, 4(13): 137-152. (Persian)
 10. Godet, M. (2006). *Creating Futures: Scenario Planning as a strategic management tool*. Washington, DC: Economica.
 11. Guba, E, & Lincoln, Y. (1994). Competing paradigms in qualitative research. In N. Denzin & Y. Lincoln (Eds.), *the handbook of qualitative research*. Newbury Park, CA: SagHolopainen, M., & M. Toivonen. (2012). Weak signals: Ansoff today. *Futures*, 44(3): 198-205.
 12. Hodgett, R. E., Siraj, S. (2019). SURE: A method for decision-making under uncertainty. *Expert Systems with Applications*, Volume 115: 684-694.
 13. Mahmoodizad Azari, S., Ehsani, M., Nazari, R., Norouzi Seyed Hossini, R. (2022). Presenting the market value model of professional football players in the Iranian Premier League: A structuralist approach ground theory. *Sport Management Studies*, 14(71), -. doi: 10.22089/smrj.2021.9682.3241 .(In Persian)
 14. Minen, M. T., Morio, K., Berlin Schaubhut, K., W Powers, S., Lipton, R.B., & Seng, E. (2019). Focus group findings on the migraine patient experience during research studies and ideas for future investigations. *International Headache Society*, 40 (7): 712-734.
 15. Mull, R., Kathryn, F., Craig, G., Ross, M., Lynn Jamieson, M. (2005). "R p" 4 E ion, *Human Kinetics*.
 16. Naghshzan Khajouie, R., Salimi, M., Nazari, R. (2021). Presenting a Structural Model for Iranian Sports Events Brands. *Sport Management Studies*, 13(67), 140-169. doi: 10.22089/smrj.2020.8378.2870 . (In Persian)
 17. Otoo, F. E., & Kim, S. (2020). Analysis of studies on the travel motivations of senior tourists from 1980 to 2017: Progress and future directions. *Current Issues in Tourism*, 23(4), 393-417.
 18. Seum, S., Ehrenberger, S., & Pregger, T. (2020). Extended emission factors for future automotive propulsion in Germany considering fleet composition, new technologies, and emissions from energy supplies. *Atmospheric environment*, 233, 117568.
 19. Troelstra, A. (2011). *History of constructivism in the 20th century*. Cambridge: Cambridge University Press: - 150-179.
 20. Van der Laan, L. (2021). Disentangling strategic foresight? A critical analysis of the terminal building on the pioneering work of Richard Slaughter. *Futures*.
 20. Viscu, L.I. & Watkins, C.E. (2021). Constructivism in clinical supervision. *The Supervision Pyramid and the constructivist Paradigm of learning. A Guide to Clinical Supervision (Chapter 5). The Supervision*

- Pyramid, US: Academic Press: 39-49.
- 21 .Wade, J.B., Harrison, J.R., Dobbs, M.E., Zhao, X. (2018). Who Will Stay and Who Will Go? Related agglomeration and the mortality of professional sports leagues in the United States and Canada, 1871–1997. *Organization Studies*, 00(0): 1-28.
 - 22 .Wallach, D., Makowski, D., Jones, J. W., Brun F. (2019). Working with Dynamic Crop Models (Third Edition), Chapter 6 - Uncertainty and Sensitivity Analysis. *Methods, Tools, and Examples for Agriculture and Environment*: 209-250.
 - 23 .Wang, N. (2022). Application of DASH client optimization and artificial intelligence in the management and operation of big data tourism hotels. *Alexandria Engineering Journal*, 61(1), 81-90.
 - 24 .Zali, rare; Poursahrab, Anahid. (2016). The foresight of regional development with the combined approach of scenario writing and SWOT analytical model, case study: Gilan province. *Space Planning and Design*, 21(3), 189-220 .(In Persian).
 - 25 .Zachery, A. (2017). Designing an anticipatory system based on the concepts and tools of complexity sciences. Ph.D. Thesis, the University of Tehran, Faculty of Management. (Persian)
 - 26 .Zare, S. G., Alipour, M., Hafezi, M., Stewart, R., & Rahman, A. (2021). Examining wind energy deployment pathways in complex macro-economic and political settings using a fuzzy cognitive map-based method. *Energy*, 121673.
 - 27 .Zhao, J., Li, R., Ma, J., & Zhang, W. (2019). Longitudinal relations between future planning and adolescents' academic achievement in China. *Journal of Adolescence*, 75: 73-84.